



Performance Measures for Gap-Closing Strategies

The tables below identify types of performance measures useful for evaluating the primary WFP Gap-Closing Strategies: [Recruitment](#), [Selection](#), [Performance Management](#), [Professional Development](#), [Retention](#) and [Succession Planning](#). We grouped the performance measures into the three categories we introduced in [Evaluation Tool 1: Numbers, Outcomes and Attitudes](#). In addition, we added the Project Management measure of Cost to illustrate how you can measure the financial impact of the strategy.

Recruitment

Objective	Type of Performance Measure	Performance Measure
Improve recruitment strategy attract more and better-qualified applicants so that you have a better pool of applicants from which to select new employees.	Numbers/Counts To the extent possible, it is best to compare the numbers/quality of applicants both before and after you've implemented your recruitment strategy/s.	Numbers from pre- & post-implementation: <ul style="list-style-type: none"> ▪ The number of applicants per month ▪ The number of applicants per month possessing specific degrees desired by your agency such as a MSW, BSW, or degree in Criminal Justice. ▪ The number of applicants with a specific type of experience ▪ The number (or percentage) of applicants "screened" into the interview process ▪ Qualified applicants per vacancy ▪ The number of job fairs attended
	Outcomes	<ul style="list-style-type: none"> ▪ Reduced length of time to fill a vacancy ▪ New employees are a "better fit" for the job (survey new employees six months after hire, and compare job-satisfaction survey results of those hired before and after the intervention). ▪ New employees are less likely to leave the job within the first year (compare retention rates for one year between groups of employees hired before and after the intervention.)
	Costs	<ul style="list-style-type: none"> ▪ Compare recruitment costs (advertising, job fairs, salary of recruiters, etc.) per applicant (or per qualified applicant) before and after intervention. NOTE: Although total costs may increase after the intervention, the cost per qualified applicant may decrease. ▪ Identify the relationship, if possible, between recruiting better applicants and reduced turnover (and therefore reduced recruitment costs). ▪ If using a "stipend program" compare the turnover/retention data of those receiving the stipend and those who are not. (Calculating the cost of one turnover is important to this analysis – see the Turnover Tool Kit for methodology for calculating turnover costs.)
	Attitudes	<ul style="list-style-type: none"> ▪ Survey hiring supervisors to determine if applicant pool has improved or not. ▪ Survey newly hired employees to determine if they are satisfied with the job or otherwise a "good fit."

Employee Selection

Objective	Type of Performance Measure	Performance Measure
Implement competency-based selection strategy to select and retain employees who have the experience and competencies to excel on the job.	Numbers/Counts	<ul style="list-style-type: none"> Number of employees hired Track the race, ethnicity, gender, age, and disability status of new hires to determine if you are hiring a more diverse workforce.
	Outcomes	<ul style="list-style-type: none"> Determine whether newly hired employees are providing better client service <ul style="list-style-type: none"> After employees hired under the new process have enough experience to become fully functional, select a sample of employee hired under the old process and a sample hired under the new process. Compare the two groups of employees based on objective measures such as timeliness standards in completing investigations. Compare the annual performance evaluations of the two groups. (see Tomorrow's Vacancies – Today's Priority)
	Costs	<ul style="list-style-type: none"> Compare the cost of hiring a new employee under the new process with the cost of hiring under the old process. (see Tomorrow's Vacancies – Today's Priority) Determine the cost-benefit of the new hiring process. If the new hiring process results in lower turnover, compare the per-hire cost with the savings from reduced turnover. If you can place a dollar value on the improved quality of new hires, it can be compared with per-hire costs.
	Attitudes	<ul style="list-style-type: none"> Ask supervisors and managers involved in the hiring process if they believe the new process results in hiring better qualified employees. Survey supervisors to determine their satisfaction with new hires Survey the staff that provides new-worker training to see they observe a difference between the employees coming through training hired under the new process as contrasted with the old process.

Performance Management

Objective	Type of Performance Measure	Performance Measure
Implement competency-based performance management process to improve employee performance by clearly articulating what is expected of employees, providing constructive feedback, and formulating development plans for continuous growth.	Numbers/Counts	<ul style="list-style-type: none"> ▪ The percentage of employee evaluations completed on time ▪ Measure the average evaluation score (e.g., if using a 1 to 5 scale to evaluate performance on competencies) for all employees (by work unit, by office, department-wide) over time.
	Outcomes	<ul style="list-style-type: none"> ▪ Determine if employee objectives are aligned with agency's strategic outcomes ▪ Are agency-driven objectives (e.g., reducing the average length of stay in foster care) improving over time? Note: We acknowledge the difficulty of isolating the impact of one variable on such outcome measures. Such outcome measures will be the result of hiring better employees, better training, improved policy, enhanced automation systems, etc.
	Costs	<ul style="list-style-type: none"> ▪ Determine the cost of implementing the new performance system. ▪ Determine the cost/benefit of specific performance-management interventions, such as a "pay-for-performance" system (See Performance Pays)
	Attitudes	<ul style="list-style-type: none"> ▪ Survey supervisors to determine their views about the new performance evaluation system. Is it measuring the right things? Does it facilitate providing constructive feedback to employees? ▪ Survey employees to determine their views about the new performance evaluation system. <ul style="list-style-type: none"> • Do they see the connection between their objectives and the agency's strategic direction • Do they feel they better understand what's expected of them? • Do they understand how feedback on the competencies allows them to develop themselves? • Do they see the value in having an Individual Development Plan (IDP)?

Professional Development

Objective	Type of Performance Measure	Performance Measure
Implement competency-based professional development strategy to provide developmental resources and opportunities to employees – consistent with their Individual Development Plans – in order to strengthen their current performance and future potential.	Numbers/Counts	<ul style="list-style-type: none"> The number of developmental resources made available to strengthen each competency (e.g., the number of new books, videos, web-based courses, training courses) The number of employees creating an Individual Development Plan (IDP)
	Outcomes	<ul style="list-style-type: none"> The number of employees using learning resources (books and videos checked out of the learning library) participating in classes (both web-based and classroom) The number of employees successfully completing their IDPs Tracking the performance evaluation scores by competency area of a sample of employees who focused on those competencies in their IDPs in prior years.
	Costs	<ul style="list-style-type: none"> Per-participant cost for web-based courses Per-participant cost for classroom training
	Attitudes	<ul style="list-style-type: none"> Participant evaluations after the completion of specific courses Participant evaluation of books, videos and other learning resources Survey employees and supervisors to determine if appropriate learning resources are available to meet needs identified in IDPs.

Retention

Objective	Type of Performance Measure	Performance Measure
Implement competency-based retention strategy as a multifaceted approach to retain high-performing employees who have the experience and competencies to excel on the job.	Numbers/Counts see Turnover Tool Kit for examples of turnover	<ul style="list-style-type: none"> ▪ The number of employees who leave the agency during the year ▪ The annual turnover rate (the number of employees who leave during the year divided by the average number of employees on the payroll during the year) ▪ The turnover rate of employees during the first year of employment ▪ Number/percentage of employees by years-of-service intervals (e.g., Less than 1 year, 1 to 3 years, 3 to 5 years, 5 to 10 years, etc.)
	Outcomes	<ul style="list-style-type: none"> ▪ Tracking turnover rates over time ▪ Tracking retention rates over time ▪ Measuring the impact of a specific turnover-retention intervention such as a Realistic Job Preview (RJP) (See the RJP Tool Kit) <ul style="list-style-type: none"> • Determine impact of RJP on decision to applicant decisions to continue with the application process • Determine impact of RJP on “early turnover”
	Costs	<ul style="list-style-type: none"> ▪ Determine the cost of employee turnover (See Turnover Tool Kit) ▪ Determine the cost effectiveness of specific turnover-reduction interventions (See example of the cost-benefit analysis in the RJP Tool Kit)
	Attitudes	<ul style="list-style-type: none"> ▪ Conduct employee attitude survey to determine if retention strategies are having an impact on job satisfaction. ▪ Conduct survey to determine if RJP had an impact on job satisfaction and turnover intention. (See RJP Tool Kit)

Succession Planning

Objective	Type of Performance Measure	Performance Measure
Implement competency-based succession planning strategy to develop a pool of high-potential employees and managers who will be capable of stepping into higher level positions as middle- and upper-level managers leave their positions.	Numbers/Counts	<ul style="list-style-type: none"> ▪ The number of employees who are given enhance development opportunities as part of the succession planning process. ▪ The number any types of developmental opportunities offered under the succession planning program (e.g., training, job-rotations, developmental assignments, etc.) ▪ The number of middle/upper management jobs filled by participants in the succession planning process.
	Outcomes (See Leadership Pipeline)	<ul style="list-style-type: none"> ▪ Compare the number of promotions received by those participating in the succession planning program with a control group ▪ Compare the average salary increase of those participating in the succession planning program with a control group ▪ Using a 360 performance assessment tool, evaluate the competencies of the succession-planning program participants both before and after participation in the program.
	Costs	<ul style="list-style-type: none"> ▪ Determine the cost of the Succession-planning program ▪ Determine per-participant costs ▪ Compare program and/or per-participant costs to the cost of an “outside recruitment” to fill an upper-management vacancy
	Attitudes	<ul style="list-style-type: none"> ▪ Survey participants about the value of the succession planning program ▪ Survey all employees to determine their views about the program (e.g., value of the program, fairness of the program, etc.)